



City of Westminster 2017 Strategic Plan

Top priority action items are bolded and underlined while **high priority action items** are bolded.

Vision

Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

Goal: Visionary Leadership, Effective Governance, and Proactive Regional Collaboration

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

Objective I: Develop communication, management, and planning tools that move the City toward its vision while providing excellent government.

- **I.1: Improve the strategic plan and budget process to fully engage City Council, City staff, and the community in matching the strategic plan, which includes core City services, to the appropriation of budget resources.**
- I.2: Provide more online transactions.
- **I.3: Build brand identity for Westminster (social media, regional media, multi-lingual, promote Westminster).**
- I.4: Study current community emergency preparedness capacity.
- **I.5: Empower staff where creativity, innovation, and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.**

Objective II: Collaborate with state agencies, counties, school districts, neighboring cities, and other governmental and non-governmental entities.

- **II.6: Schedule one planning session with Adams 12, Jefferson County, and Westminster Public school districts and Front Range Community College to explore areas of collaborative opportunities. The City will be intentional in developing meaningful agendas for these meetings.**
- **II.7: Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County and our regional representatives of the RTD Board. The City will be intentional in developing meaningful agendas for these meetings.**
- **II.8: At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.**
- **II.9: Conduct an assessment of existing and potential ways Westminster can assist school districts, Front Range Community College, and other educational entities; including researching practices in other cities.**



WESTMINSTER

Goal: Vibrant, Inclusive, and Engaged Community

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment, and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business, and nonprofit groups.

Objective III: Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.

- **III.10: Pursue workforce and affordable housing throughout the City.**

Objective IV: Develop programs and strategies that build a unique sense of community in Westminster.

- **IV.11: Increase multi-lingual communication mediums.**
- **IV.12: Ensure social equity and be more intentional in supporting new Americans in the amenities and services we provide.**
- **IV.13: Research and pursue strategies for addressing homelessness including cooperation with other governments, non-profits, and grant opportunities.**

Objective V: Lead the development of cultural opportunities in Westminster.

- **V.14: Develop strategic partnerships to advance comprehensive cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.**

Objective VI: Identify the distinct neighborhoods of Westminster and help them begin to work together.

Goal: Beautiful, Desirable, Safe, and Environmentally Responsible City

Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.

Objective VII: Make a Citywide commitment to sustainability.

- **VII.15: Use energy efficiently, conserve resources, and educate citizens as to ways they can also support sustainable natural resources behaviors.**
- **VII.16: Hire a new Sustainability Lead to develop and implement a Sustainability Plan for the City and further the City's vision and Strategic Plan goals and objectives.**

Objective VIII: Promote ongoing excellent management and maintenance of the City's parks and open space system.

- **VIII.17: Complete Phase One of the Westminster Station Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.**
- **VIII.18: Develop and implement Open Space Stewardship Plan, continuing shift in focus to maintenance.**

Objective IX: Provide opportunities for residents, visitors, and employees to improve their personal wellness – physically, emotionally, and intellectually.

- **IX.19: Establish specific recreation center, park, open space, golf, and library usage growth strategies and increase youth access to City services.**



WESTMINSTER

Goal: Dynamic, Diverse Economy

Westminster is a local government that fosters social, economic, and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

Objective X: Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.

- **X.20: Complete a Framework Plan for South Westminster to complement efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.**
- **X.21: Support economic resilience through a business attraction and retention strategy focusing on primary jobs, anchor institutions, and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small businesses through incubation.**
- X.22: Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.
- **X.23: Identify tools and partnerships to recruit and open unique local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area.**
- **X.24: Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.**
- **X.25: Recruit developers and business investors to develop the TOD area around Westminster Station consistent with the vision for the area.**
- **X.26: Undertake an assessment of potential changes to the City's sign code in 2018.**

Goal: Financially Sustainable Government Providing Excellence in City Services

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

Objective XI: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.

- **XI.27: Assess the following major infrastructure categories and develop funding/implementation strategies to protect and maintain the City's investments: municipal court (including options for a new courthouse and potential location), municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire, and technology.**

Objective XII: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation, and Teamwork (SPIRIT).

- **XII.28: Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department through ongoing, open communication.**
- XII.29: Enhance programs to support all employees, including developing employees' understanding of the SPIRIT values through training programs and leadership at all levels.

Objective XIII: City Manager will develop an annual program of specific department business process improvement reviews.

- **XIII.30: City staff will develop a long-term financial sustainability plan.**



WESTMINSTER

Goal: Ease of Mobility

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible, and connected by local and regional transportation options through planning, collaboration, advocacy, and execution. Transportation objectives include walkability, bike friendly, drivability, and mass-transit options.

Objective XIV: Improve the walkability and bikeability of Westminster.

- **XIV.31: Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.**
- **XIV.32: Complete the planned study on multi-modal mobility, including enhanced trail connectivity.**

Objective XV: Improve mass-transit options throughout Westminster.

- **XV.33: Promote connectivity of regional transportation and the “last mile” to connect commuters with places of employment and residences.**
- **XV.34: Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.**